

TRAININGS AND MANAGEMENT DEVELOPMENT AT TESCO IN SZEGED

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Abstract:

One of the most important function of human resource management is doing the human resource planning (HRP). It means that effective HRP should result the right people doing the right things in the right place at precisely the right time. If HR-experts do not able to handle precisely this function a gap arises. The exact name of it is training gap. The essence of training gap that there is a difference between employee's actual performance and employee's desire performance. The main aim of training is to eliminate this kind of gap. In this paper I examine one of the multinational firms – this is TESCO in Szeged – how to eliminate the training gaps and how to do human resource development. I survey what kind of trainings and manager development does TESCO have.

Keywords: evaluation of employee performance, retail industry

Introduction

As you know Hungarian HRM hardly existed between 1945 and 1989/90 and merely reborn in the early 90-s. That's why I would like to write some aspects of development of Hungarian HRM, exactly features of HRM in Szeged.

At 2000 I founded a research group – some colleagues and some students, who doing their thesis about HRM - the title of our research program was "Development of human resource management in Szeged after 1990".

This research group surveys the facts about HRM-activity of multinational firms which settled in Szeged from 2000. We are doing interviews with HRM-staff of the firms, collecting and analyzing HRM documents. One of these firms is TESCO in Szeged. In this paper I will show one part of our survey's result.

Discussion

Some words about TESCO

TESCO is one of the largest and oldest – it was founded at 1919 - supermarket-chain in World. It originally

works in England, but from 1994 TESCO started to expand in foreign countries. Nowadays beside England, you can find TESCO supermarket around the World, for example in South-Korea, Taiwan.

The one on main direction of TESCO expanding is Central-Europe. It opened supermarkets in Poland, Slovakia, Czech Republic and Hungary. The first TESCO supermarket was founded in Hungary at 1994 in Győr. In 2007 TESCO-chain has 71 hypermarkets, 12 supermarkets and 27 S-market. One of the biggest and oldest supermarket TESCO supermarket of Szeged, which opened on 23rd of September of 1998.

The main reason for undertaking training is for the organisation to ensure that is achieves the best possible return its investment in its most important resource: its employees (4).

The TESCO also thinks that the key point of business success is to train and develop employees. So TESCO pay attention for training and management development. At the time of investigation, in 2005 TESCO of

Szeged has 483 employees, in this paper we will see what kind of trainings and management development uses TESCO in Szeged.

Differences between training and management development

I used training and development words, because according to English HR-literature these words have different meanings (5) (6) (7). So the Hungarian HR-literature also using these words with different meanings (8).

Training is the process by which people are taught skills and given the necessary knowledge or attitude to enable them to carry out their responsibilities to the required standard (9).

Whereas training is concerned with equipping staff to carry out their responsibilities to the required standard in the present job, development is concerned with giving individuals the necessary knowledge, skills and experience to enable them to undertake greater and more demanding roles and responsibilities (10).

If you go to TESCO you can see differences between employees and managers. Employees have red T-shirt as working-clothes, and managers have blue T-shirt or who has a higher manager position can hold suit.

In TESCO employees get trainings and managers can participate a management development beside the trainings.

Training at TESCO

TESCO applied many different kind of trainings for red T-shirt employees (11), these are the following:

Introduction training

This is a one-day long training and every new employee have to participate this training on their first working day.

First, the trainers and employees introduce each other, it happens with games.

In the first part of training the trainer talk about history of TESCO, and the participants walking around in the supermarket. Then the trainer talk about working system (working time), day-off and other labour relations things. For example how to wear the working-clothes.

The second part of training is a safeguarding part. The trainers talk about labour-safety, accident prevention regulations and fire regulations.

The third part of training is safety training. It means the employees have to learn how to behave in undermentioned situation: arriving and leaving TESCO; if they want to buy something in TESCO; how to prevent stealing.

First class serve

The leaders of TESCO think if the buyer gets a good impression in the supermarket – during the buying – the buyer would come back and buy again. They say every buyer is very important for TESCO.

The employees have to know - and they learn it during the training - what salesman can do if the buyer has a complain. Salesman has to do the undermentioned things: listen to the problem of buyer; indicate that he/she understands the buyer's problem; try to solve the problem; if the salesman is not able to handle the problem he/she has to inform his/her superior.

Beside this the first class serve has 5 rules. These are the following: eye-contact; smiling; greeting; positive attitude; farewell.

Every employee has to know and apply these rules. The leaders regularly check it. There is a "Secret buyer program". Some managers as an inspector - 3 times during 9 months–check on the serve. They go to the supermarket, buy something, and during this process check on the serve.

Hygiene training

The TESCO sells lots of and very different kind of foods, so every employee who touches food has to participate on hygiene training.

Multi skills training

Generally it means that one employee has one job. But sometimes the leaders have to use the multi-skilling system in which employees exchange and share tasks.

During the multi skills training employees have to learn very different job, for example how to handle cashing-register. So if it is necessary the employee – who normally works on food department or games department – is working as a cashier.

Other trainings

Besides these trainings there are some other training, for example: elevator-operator training, barrowman training, inventory training etc.

These trainings are also important for TESCO because help to eliminate the difference between employee's actual performance and employee's desire performance.

Management development at TESCO

Management development is a systematic process of development of effective managers at all levels to meet the requirements of an organisation, involving and analysis of the present and future management requirements, assessing the existing and potential skills of and devising the best means for their development to meet these requirements (12).

TESCO thinks that the management development is very important part of success. So TESCO has three kind of development program for managers. These are the following (13): Core Skills program; Winning in Europe program; Excell program.

Core Skills

This program was applied in TESCO supermarkets of England. It is consisted of the undermentioned 14 parts.

The emotional cycle of change

The main aim of this course: The managers have to learn two things. First, change always takes with emotions, and emotions influence the working process. Second, the employees are not machines, they have an intensive emotional life.

So the good managers deal with emotions of employees, and try to understand emotional part of their workers.

Manning resistance

The main aim of this course: Managers have to learn that resistance is normal human being behaviour, but there are many kind of method to defeat this problem.

Very important part of this course is „25 reasons why people doing resistance“. During the course managers learn these reasons, it helps them to defeat the resistance and solve the working problems.

Teambuilding

The main aim of this course: The good managers believe that the good team is a key point of success. The good managers are real team builders. This course teaches them how to do it.

Effective team meeting management

The main aim of this course: The managers have to learn how to do effective team meetings.

Responsibility

The main aim of this course: The managers have to learn that there are four kind of roles for employees and managers in TESCO:

Executive: Who has to do the work

Informed: Who has to be informed about the work

Consultant: Who can give advice
Controller: Who has to control that the work is executed

Coaching and feedback

The main aim of this course: The managers have to learn the coaching method. This method means the manager gives the general support and guidance his/her subordinate and ensuring that he/she acquires the necessary knowledge, skills and experience. Very important part of this process is feedback about performance of subordinate.

Facilitation

The main aim of this course: Managers have to learn characteristic of good facilitator. These are the following: initiate the employees in solving the problem; uses the experience of employees; motivate the team for the best results.

Plan-Do-Review

The main aim of this course: Managers have to learn basic principle of timetable. If the working process consists of three parts – as a Plan, Do, Review – have to share his time, 40-60% of time for Planning, 10-20% for Doing and 30-40% for Review.

Decision making

The main aim of this course: Managers have to learn basic principle of decision making and also to learn some decision making process.

Communication

The main aim of this course: Managers have to learn to communicate their subordinates. It is very important to ensure that opinion about performance of employee is effectively communicated to employees.

Influencing skills

The main aim of this course: The managers have to learn how to influence their subordinates. During the course managers learn basic principle of influencing, psychological background and also learn some influencing techniques.

Personal effectiveness

The main aim of this course: The managers have to learn what personal effectiveness means, and also learn some method to increase personal effectiveness.

Managing performance

The main aim of this course: The managers learn how to analysis the employee's recent successes and failures, personal strengths and weaknesses.

Putting core skills into practice

The main aim of this course: The managers learn some practical techniques.

Winning in Europe

From 1994 TESCO started to expand in Europe. The one of main direction was Central-Europe. Supermarkets were opened in Poland, Slovakia, Czech Republic and Hungary. The main aim of TESCO's leader was to achieve the managers of above mentioned four countries work on the same level.

So TESCO had to create a new manager development program for employees of Central-Europe. One trainer-team modified – for example cut the too English part of program -, refreshed and reorganised the Core Skill program which was applied only England. The result was the "Winning in Europe program". The new program consists of 5 parts:

Managing performance

The performance management definition is: A management process designed to link the organisation's objectives with those of the individual in such a way as to ensure that both individual and corporate objectives are, as far as possible, met. During the course the managers learn how to handle this process.

Shopping service

This part of program is a new version of "First class serve training". During the program the managers

refresh their knowledge of this subject. Very important part of this program when the managers compare their supermarkets' serve with other supermarkets' serve.

Preparing

In this case preparing means training. Sometimes training is a routine – for example all new employees in certain jobs automatically go through a training course. More often training is given as a response to some event – for example change in working methods, realisation that performance is inadequate etc. The good managers know how to develop their subordinates. During the course they learn how to handle this process.

Communication

During the course managers have to learn to communicate their subordinates, and also learn methods of effective communication (for example how to do feedback etc.).

Planning and Organising

During the course managers learn, three things: 1. secret of effective planning and organising 2. equipment of leadership 3. How to increase personal effectiveness.

Excell program

Motto of this program is: "*Select the best and develop the top managers of the future*".

This program is a 12 months long trainee program. During the program the trainee working in one of the TESCO supermarket. He/she is learning step by step. The first step when he/she works as a physical worker, and then gets jobs requiring more skills. The last step is when he/she works as a manager assistant for one of the top manager. During this process his/her performance is evaluated continuously. If he/she gets a good qualification he could get a job offer from TESCO.

Conclusion

In this paper I survey trainings and management development programs of TESCO in Szeged. We can see that the aim of manager's development is to prepare managers for future job whereas training is concerned with improving performance in present job. TESCO has lots of training and three management development programs. The contents of this program are fill the requirements of modern human resource management.

Unfortunately training programmes are often extremely difficult to validate, but there are lots of different methods to validate the training (14). Here I would like to deal with only one aspect of validation, this aspect is the aspect of buyer.

Our research group investigated the buyer's complaints (15). These it came to light, that there is big problem with TESCO's trainings. Most of salesmen are very impolite, rude and do not help the buyers if their have a problem. It seems that employees did not participate on the training. While our research group knows all new employees automatically go through a training course (introduction training and first class training are compulsory). What is the explanation of this contradiction?

The employees who attend on the training course do the expected behaviour during the training, but only the training. So when the trainer finished the course and participants filled out the evaluation form, it shows the training was very effective (16). But when the employees return in the work do not do the expected behaviour. The leaders of TESCO try to persuade its workers to behave properly with "Secret buyer program". Related to this our research group made two important statements.

The "Secret buyer program" is not enough to handle this problem.

In the case of red T-shirt category trainings do not bring the desired impact

because of another reason. This reason is the salary. In TESCO of Szeged 90% of red T-shirt workers get minimum salary of their work. So they do not feel well-paid themselves. Our research group thinks there is significant connection between financial

recognition and achievement of workers. We also think the solution is very simple. HR-experts of TESCO have to construct a system, which brings into harmony the trainings the performance of workers the job evaluation and rewarded structures.

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